



Comprehensive Economic Development Strategies

Lewis County CEDS

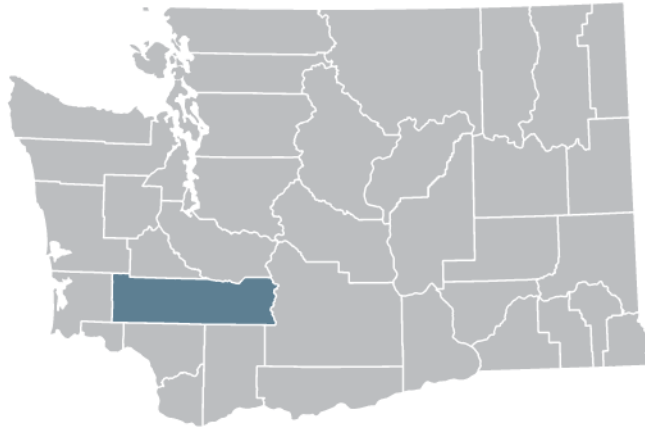
Comprehensive Economic Development Strategic Plan 2022-2024

Contents

Summary Background _____	1
Key Industries _____	3
Demographics & Labor Force _____	4
Taxation & Utilities _____	5
Infrastructure _____	6
Major Employers & Expansions _____	7
Education _____	8
Quality of Life _____	9
Environment _____	10
Our Area _____	11
SWOT Analysis _____	12
Strategic Direction & Action Plan _____	14
Evaluation Framework _____	20
Committee Evaluation _____	24

Summary Background

Lewis County



A distinguished region sits among the dense forestlands and scenic mountain ranges of Southwest Washington. The halfway point between Portland and Seattle, the Lewis County area is characterized by its natural beauty, rich history, independent spirit, and rural heritage. The county is the namesake of the celebrated explorer, Meriwether Lewis, known for his expeditions and discoveries

across the Pacific Northwest. The residents who settled the area some 200 years later were beneficiaries of Lewis's adventurous nature, optimism, and courage. They built communities that reflected the same pioneering spirit and left a legacy of hard work, determination, and community-mindedness.

Throughout its history, Lewis County has thrived economically. Its abundant natural resources have brought prosperity to local residents and benefitted the world for over a century. Its forest products industry is one of the largest in the Northwest. The intrigue of its recreational opportunities attracts outdoor enthusiasts from east to west. Its location along the Interstate 5 corridor, equidistant to two large, rapidly growing cities, gives it a distinct advantage in logistics, manufacturing, and telecommunications. Local Centralia College is the longest continuously running community college in Washington State and is unrivaled in terms of performance and support to the community.

Like many communities, Lewis County has not been without its share of challenges. TransAlta, the only remaining coal-fired power plant in the Washington State, has been on a mandated closure following an agreement with state authorities to transition away from coal. TransAlta is one of the largest employers and contributors to the community and has been forced to lay off workers and reduce its footprint in the area. Portions of the county are also located on a floodplain, which is subject to occasional catastrophic flooding. In addition, the county's eastern portions are isolated from highway and rail access and lack adequate infrastructure in some

areas. The region also experiences higher than average unemployment, a lack of skilled labor, and below average wages.

A new dawn is rising on Lewis County, however, and it is driven by the community's forward-thinking people, a renewed focus on community-building, rapid growth in the surrounding regions, and a changing economic landscape. The broader Western Washington region is experiencing unprecedented expansion and economic activity, and Lewis County is poised to take advantage of it. Industry innovations and advancements are occurring in the county's backyard—innovations that will impact lifestyles, communities, and economies on a global level. New opportunities for growth and change are emerging every day.

The following strategic plan is written in the same spirit of optimism as Meriwether Lewis, in the hope that it will guide Lewis County boldly into the future.

Forests

Working Forest:
708,870

Restricted Forest:
665,777

Total Forest:
1,374,647

Key Industries

Wood Products

Lewis County is located in the wood basket and is one of the largest timber producing counties in the Northwest. Our largest wood manufacturers are Cascade Hardwoods, Northwest Hardwoods, and Hardel Mutual Plywood. Our wood products include douglas fir, hemlock, maple, and alder.

Food Processing

Lewis County is home to major food processing companies as well as niche agricultural farms. National Frozen Foods pioneered the process to freeze and store vegetables in the 1920s. Today they run a highly automated system using robotics to process and package food. Callisons Inc. is the largest mint oil processor in the world with products in oral care, confectionaries, and gum. Darigold produces dry milks and supplies them throughout the world.

Glass, Plastics, Chemicals

Two major highways and four major railroads make us a competitive location for manufacturing. We have companies that produce float glass, tempered glass (for solar panels), plastic piping, netting, and specialized composites. In addition, Lewis County is home to companies that produce chemicals for power plant operations as well as companies that recycle carbon fiber and soda ash.

Telecommunications

We have a major north-south fiber link with multiple fiber lines that are available for access on a wholesale level. We are also served by various ISP's and wireless carriers. Toledo Tel is a local ISP that offers phone and data services. Lewis County is ideal for technology startups. We have a number of computer and technology based companies that have found their location to be one that they operate competitively.

Healthcare

Providence Centralia Hospital a non-profit organization which employs 800 people. Providences' teams are trained in lymphedema therapy, neurological therapy, occupational therapy, pediatric therapy, speech therapy, wound care, oncology, and chemotherapy. In addition, their diagnostic imaging services include: breast specific gamma imaging, bone density screenings, CT-Scans, X-Rays, digital mammograms, digital radiology, fluoroscopy, MRIs, nuclear medical exams, and ultrasound.

Population by Age

Under 18: 16,858

25 - 34: 9,200

35 - 44: 9,060

55 - 64: 11,569

75 - Older: 6,446

Source: Jobseq

Demographics & Labor Force**Population – 2022**

Name	Population Estimate
Lewis County	81,845
Centralia	17,216
Chehalis	7,734
Unincorporated	45,475

Source: [US Census Bureau](#); Jobseq**Commuting Patterns – 25-mile radius from Chehalis**

Name	Number	Value
Reside & Work in County	11,190	28.1%
Out-Commute from County	17,860	44.4%
In Commute from Thurston County	8,737	22%
In Commute from Other Counties	1,796	3.9%
Unemployed & Employment Rate	2,169	4.7%

Source: [US Census Bureau](#); [Employment Security Department](#); Jobseq**Average Annual Wages by Select Industries**

Name	Wage	Jobs
Health Care and Social Assistance	\$52,393	4,464
Manufacturing	\$63,798	3,248
Transportation & Warehousing	\$52,152	1,180
Retail Trade	\$36,799	3,604
Educational Services	\$48,545	1,992
Information Technology & Telecommunications	\$57,421	185
Total		25,901

Source: Jobs eq

Tax Facts

No corporate income tax

No personal income tax

No inventory tax

No unitary tax

No impact fees

No local B&O tax

No tax on interest, dividends, or capital gains

Taxation & Utilities

Major Local & State Taxes

Name	Tax
Sales Tax (Unincorporated areas)	7.8%
Sales Tax (Incorporated areas)	8.2%
WA B&O Tax (Manufacturers)	\$.00484
Property Tax Chehalis (Industrial areas)	\$11.36

Source: Department of Revenue - [Sales](#), [B&O](#); Lewis County Assessor

Incentives – (Available to qualifying businesses)

Name	Incentive
Machinery Sales Tax Exemption	On manufacturing equipment
B&O Tax Credit	For new manufacturing employees
Building Sales & Use Deferral/Waiver	Construction of manufacturing facilities
Industrial Revenue Bonds	Offers lower interest rates
Customized Worker Training Grants	Washington State
R&D Tax Credits	

Source: Department of Revenue – [Sales Tax Exemption](#), [B&O Credit](#), [Other](#)

Utilities

Lewis County has the lowest priced power in Western Washington. Local power comes primarily from hydro and nuclear power.

Type	Provider
Electricity	Lewis Co. Public Utility District
Water & Sewer	City
Natural Gas	Puget Sound Natural Gas & Williams Natural Gas
Telecommunications	Toledo Tel & Century Link

Source: [PUD](#); [PSE](#); [Williams](#); [Toledo Tel](#)

Shipping Facts

UPS & FedEx are the private shipping carriers that serve our community.

UPS: The last flight out is from Boeing Field at 6:45 PM. The last pick up in our area is 4:00 PM for air and 5:00 PM for ground. UPS can negotiate pick up times.

FedEx: The last pickup time for air is at 1:00 PM and for ground it is at 3:30 PM in our area. Fedex can negotiate pick up times. If a contract already exists with FedEx at a different location they will do their best to fulfill that contract here.

Infrastructure

Major Roadways

Lewis County is located on Interstate-5 midway between Portland & Seattle. Highway 12 is a major state highway that runs East/West.

City	Distance	Avg. Driving Time
Portland	85 Miles	90 Minutes
Seattle	85 Miles	90 Minutes
Vancouver B.C.	228 Miles	4 Hours and 30 Minutes
Los Angeles	1050 Miles	15 Hours and 30 Minutes

Source: Google Maps

Major Railways

All major railroads serve Lewis County. There are public rail reloading facilities available. Additional reload sites served by rail spurs are also available.

Name	Orientation
Burlington Northern Santa Fe (BNSF)	North/South
Union Pacific (UP)	East/West
Genesee Wyoming	West
Tacoma Rail	North/South

Source: [Department of Transportation](#)

Airports

The Chehalis-Centralia Airport is a general aviation airport which can meet most corporate needs. The international airports serve markets in Europe, Central America, & Asia.

Name	Type	Distance	# of Runways
Chehalis-Centralia Airport	Corporate Aviation	2 Miles	1
Seattle-Tacoma International Airport	Commercial	80 Miles	3
Portland International Airport	Commercial	85 Miles	3

Source: [Chehalis-Centralia Airport](#); [SEATAC](#); [PDX](#)

Deep Water Ports

The Port of Tacoma, 54 miles north of Chehalis, provides both containerized and break bulk shipping. The Port of Olympia, 20 miles north of Chehalis, provides break bulk shipping.

Union Employers

TransAlta – Energy

Darigold – Food

Fred Meyer -
Distributor*Other Facts*Most distributors in
Lewis County are
non-unionMost construction
companies in Lewis
County are non-union**Major Employers & Expansions****Major Private Employers**

Name	City	Service	# Emp.
Providence Hospital	Centralia	Healthcare	800
Fred Meyer Distribution Center	Centralia	Distribution Center	400
Hampton Lumber Mills	Randle	Sawmills	296
UNFI	Centralia	Food Distribution	300
Cardinal FG Co.	Chehalis	Glass Manufacturing	241
Morton General Hospital	Morton	Occupational Therapists	172
Sierra Pacific	Centralia	Lumber Mills	172
Pacific Cataract & Laser Inst.	Chehalis	Physicians & Surgeons	160

Source: InfoUSA

Major Distribution/Manufacturing Operations

Company Name	City	Type	Products	# Emp.
Fred Meyer Distribution Center	Chehalis	Dist.	Distribution Center	400
National Frozen Foods Corp	Chehalis	Mfg.	Food Processor	400
Cardinal FG Co.	Winlock	Mfg.	Glass	241
Hardel Mutual Plywood Corp	Chehalis	Mfg.	Plywood	225
Braun Northwest	Chehalis	Mfg.	Ambulances	118
Pace Edward	Centralia	Mfg.	Truck Accessories	100
Ryerson	Centralia	Mfg.	Distributor	80

Source: InfoUSA

Expansions/Closures

Company Name	City	Products	Exp./Clos.	# Emp.
Richie Brothers	Chehalis	Equipment Auction	Expansion	
Ryerson	Centralia	Distributor	Expansion	
Price Container	Centralia	Containers	Expansion	

Source: Economic Alliance of Lewis County

Research Institutions

The nearest large scale research institution would be the University of Washington located in Seattle, WA. It is one of the most prestigious medical schools in the country.

Overview

Schools spend roughly \$10,260 per student and there are roughly 19 pupils per teacher.

Education

K-12 Public School System

School System	City	Elem.	Middle	High	Enrollment
Chehalis School District	Chehalis	3	1	3	2,963
Adna School District	Adna	1		1	593
Centralia School District	Centralia	5	1	1	3,605

Source: [USA.com](#)

Private Elementary & High Schools

Name	City	Grade Levels	Enrollment
St. Joseph School	Chehalis	Pre-K to Grade 8	118
Lewis County Adventist School	Chehalis	Pre-K to Grade 10	64
Centralia Christian School	Centralia	Pre-K to Grade 8	171

Source: [USA.com](#)

Post-Secondary Education

Name	City	Type	Enrollment
Centralia College	Centralia	Community	1,486
South Puget Sound Community College	Olympia	Community	2,378
Saint Martin's University	Lacey	4-yr. Private	1,071
Evergreen State College	Olympia	4-yr. Public	4,284

Source: Respective Colleges

Education Attainment

Name	2021	2021
Less Than High School	12.5%	4,923
High School Diploma	28.1%	11,050
Some College	28.5%	11,195
Associate's Degree	13.7%	5,374
Bachelor's Degree	11.3%	4,442
Graduate Degree or Higher	6.0%	2,349
Total		39,333

Source: [US Census](#) & Jobseq

Professional Sports:

Seattle Seahawks,
Seattle Mariners,
Seattle Sounders.

College Sports:

The WSU Cougars &
the UW Huskies.

Performing Arts:

Evergreen Playhouse
and Centralia
College.

Retail Centers:

Centralia is home to
various factory outlets
and Chehalis is home
to many main chain
stores.

Golf Courses:

We have two golf
courses, Riverside
Golf Club &
Newaukum Golf.

Parks:

We have an aquatics
center, city parks,
and various trails.

Museums:

There are veterans
museums and
historical museums in
our community.

Quality of Life

Cost of Living

Overall the county places at just about average in terms of cost of living compared to the national average. The only significant differences are the cheap utility rates in our community and the higher cost of healthcare as a result of our being a relatively rural county.

ACCRA Cost of Living	Score
Overall	102
Grocery Items	104.8
Housing	100
Utilities	87
Transportation	105
Health Care	116
Misc. Goods & Services	101

Source: [Best Places](#)

Housing & Apartments

The median home value is \$135,500 and the average rent for a two-bedroom apartment is \$733. Homes on average are appreciating at 0.7% a year.

Housing	Availability
<\$377K	Small Availability
>\$251K	Small Availability
>\$350K	Availability
2-3 Bedroom Apartment	\$500-\$1,000; Sizeable Availability

Source: [Best Places](#); & [USA.com](#)

Hospitals

Providence Centralia Hospital has roots dating back to 1856 when the first Catholic nuns came out west to serve the poor. Today the hospital provides emergency, diagnostic, cancer, birthing and surgical services. The hospital has 127 beds and is a non profit organization.

Environment

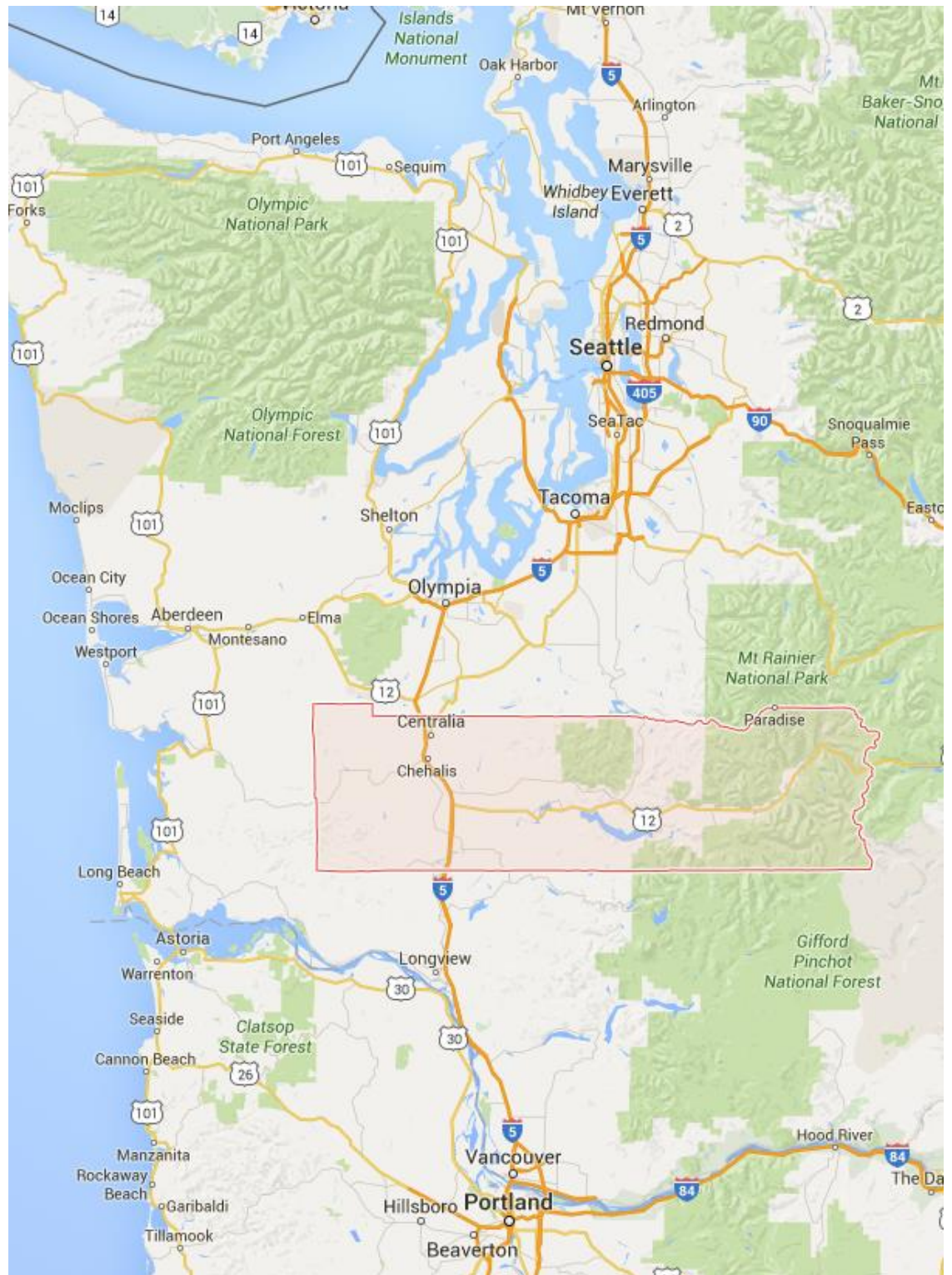
Climate Conditions

The climate is very temperate year round with only mild variations in temperature. There are on average 138 sunny days a year and roughly 165 days of precipitation.

Category	Unit
Average Daily Temperature – July	63°F
Average Daily Temperature – January	41°F
Annual Average Temperature	51°F
Annual Average Rainfall	46.5 inches
Annual Average Snowfall	6.1 inches
Average Wind Speed	13.03 mph

Source: [Best Places](#); & [USA.com](#)

Our Area



SWOT Analysis

Chart

The following chart summarizes major findings and recurring themes based on input and feedback received from 25 stakeholder interviews, 4 focus groups, and various additional meetings held in the community. The chart is updated to reflect current information of the period beginning 2022. Themes align with the mission of the Economic Alliance and support those of Lewis County. The beginning Strengths and weaknesses are considered “internal” to the community. Opportunities and threats are considered “external” to the community.

 STRENGTHS	 WEAKNESSES
<ul style="list-style-type: none"> • Central location; equidistant between Portland & Seattle; advantageous for transportation & distribution • Inexpensive utilities • Available, inexpensive land (compared to markets closer to metro areas) • Inexpensive labor costs • Inexpensive housing, esp. compared to adjacent northern & southern regions • Low tax burden (especially property tax rates) • I-5 corridor access • Railroad access • Natural resource rich • Highway 12 access to Eastern WA • Strong community college presence; bachelor programs; low student attrition • Proximity to Olympia & Thurston County area • Fewer regulations compared to Thurston County • 100+ mile radius of available talent • Outdoor amenities, recreation opportunities • Service-oriented residents; sense of community; collaborative culture • Chehalis Foundation community involvement • State-level legislator support; receptive political climate 	<ul style="list-style-type: none"> • Flooding • TransAlta plant layoffs and closure • Labor availability, skill level, work ethic, and soft skills • Lack of infrastructure (i.e., sewer in Packwood, Winlock Urban Growth Area) • Low average wage • Brain drain; loss of local talent • Lack of professional office space • Lack of rural development • Low lease rates (difficult to recoup investment on new construction) • Development costs • Permitting and environmental regulations • Inter-generational poverty • Educational & professional mentoring programs & opportunities for young people • Available housing & rentals • Vocational training opportunities • Entertainment options (arts, culture, & restaurants); perception that the county lacks culture & arts, esp. among younger generations

- Conservative culture; traditional values
- Business-friendly
- Temperate climate
- Quality of life
- Community history
- Young professionals
- Partnerships of organizations to Economic Development that are county-wide



OPPORTUNITIES

- Further development of large-scale industrial sites
- TransAlta grant and coal transition fund
- TransAlta facility and IPAT industrial park development
- Taking better advantage of proximity between PDX & SEA
- Cultivating new projects through business retention and expansion program
- Small Business Development Center under the Alliance banner
- Flood mitigation promotion; develop a marketing (or counter-marketing) tool that would help alleviate fears about flooding
- The Alliance being a stakeholder convener and a champion of local issues
- Encourage developers to construct buildings, industrial facilities, and business parks
- Unite as a community to promote and support redevelopment within the smaller communities
- Partnership with Centralia College; expansion of Centralia College bachelor degree programs
- Educational attainment; growing STEM program in K-12
- Promotion of recreational opportunities



THREATS

- Flooding
- Growth Management Act (GMA) restrictions
- Possible future economic downturns
- Political climate and partnership capacity between municipal, county, and economic development entities
- Potential increasing community polarization
- Declining enrollment in various local school districts

Strategic Direction & Action Plan

Industrial Development Partnerships

Partnerships with the Lewis County development community, including both public and private entities, are crucial to leveraging a collective effort and spurring the community-wide momentum needed to undertake and enhance large-scale development projects.

Lewis County's four main public industrial development partners are the Port of Centralia, the Port of Chehalis, the Industrial Commission, and the Industrial Park at TransAlta (IPAT). The Port of Centralia and Port of Chehalis both own two industrial parks, each with abundant available acreage. IPAT represents a rare opportunity for development in terms of size (4,400 acres), proximity to I-5 and major population centers, and infrastructure capacity.

DEFINITION: SHOVEL-READY

A shovel-ready site is one considered fully serviced by all utilities, fully permitted for the intended use, and offering no impediments for immediate development.

The following strategies outline a methodology to 1) identify and cultivate potential new industrial development partnerships; 2) maintain and strengthen existing partnerships; and 3) broadly enhance current and future industrial development efforts.

1. Enhance existing industrial development partnerships and create new partnerships in an effort to continue to address community issues and conduct industrial and business development.
 - 1.1 Continue to conduct regular, targeted outreach to potential private sector development partners located within the county. This is also executed in coordination with BRE outreach efforts.
 - a. Identify community leaders and business owners that are also large landowners.
 - Utilize the county's Tax Assessor "Parcel Search" database to obtain property and contact information. Develop a schedule in the proposed contact management system (see Strategy 2.2.5.) to conduct periodic phone calls and annual in-person meetings.
 - Ensure understanding of the Alliance mission, and provide information about available development opportunities.
 - Work with interested landowners to facilitate processes on the front end (like zoning, environmental analysis, and permitting) that will expedite development.
 - 1.2 Identify and maintain regular contact with developers in Lewis County and in nearby Portland and Seattle who might have an interest in commercial and/or industrial development.

- 1.3 Maintain and strengthen partnerships with each of the Ports and the Alliances's key public-sector industrial development partners.
- a. Conduct quarterly meetings with each entity to discuss progress on current and potential projects and prospects and identify needs.
 - b. Develop a central document that keeps a running account of project progress, prospect updates, and infrastructure needs assessment.
 - c. Document and promote the Alliance's contributions to its partnerships to the local community.
 - d. Develop Memorandums of Understanding (MOUs) and/or contracts with each entity to ensure a clear understanding of expectations, roles, and responsibilities.
 - e. Assist in identifying potential funding and financing options for further build-out of infrastructure (*See callout box*).
 - f. Investigate the development of a "streamlined permitting process" for desirable developments.
 - g. Consider certifying an industrial site (*See callout box*).

POTENTIAL SOURCES FOR INFRASTRUCTURE FUNDING

- County contributions
- State contributions
- State or federal grant funding
- EDA grant funding
- EB-5 funding

- 1.4 Enhance current and future real estate development efforts.
- a. Ensure an adequate supply of "deal-ready" sites for expedited relocation or expansion projects.
 - Promote these properties as such on the Alliance website and in promotional materials.
 - Plan with the County, State, and property owner for one large-scale, shovel-ready site for the desired type of recruitment or expansion project.
 - Evaluate whether there are barriers to future development that can be addressed by infrastructure investments.
 - b. Continue to maintain the searchable available-property database on the Alliance website.

CERTIFIED SITES

Certified sites can expedite the site selection process, reduce costs for relocating or expanding companies, and lessen the risks associated with development by providing a third-party vetting and detailed information about the site (including price and availability, utilities, access, environmental concerns and potential development costs). A certified site that is shovel-ready can trim months off a development schedule, which is attractive to site selectors, corporate relocation managers and company decision-makers. While several states around the nation offer public sector site-certification programs, Washington does not. A certification would need to be conducted by a third party firm. Another option is to engage a site selection consultant to conduct the certification. This accomplishes two tasks at once by engaging the site selector network and certifying the site. A number of site selectors do this type of work. Sites can also contain "specialty certifications" which means their readiness is certified for a particular industry or type of company.

- Ensure information is accurate and up-to-date, and that properties all over the county are represented.
 - Expand individual property pages to include narrative descriptions, sale and/or lease terms, transportation access, available incentives, and attachments (e.g., aerial maps, promotional materials, etc.)
 - As a long-term objective, add functionality to allow users to share properties with others and export PDFs of particular properties.
- c. Protect land that is currently zoned or otherwise designated industrial and commercial office from being rezoned to other uses.

Workforce Development

Developing and strengthening the county's available talent pool is an essential component of driving growth and supporting the community's economy. Throughout the planning process, stakeholders indicated talent and workforce were among the county's biggest challenges. Lewis County stakeholders clearly recognize the pivotal role that talent plays in economic development.

Effective workforce development requires a community-wide effort. It depends upon broad participation, input, and buy-in from multiple workforce-related disciplines within a community, including higher education entities, workforce development boards, local firms, governing bodies, and economic development organizations. The Economic Alliance enjoys positive partnerships with Centralia College, the Pac Mountain Workforce Development Council (WDC), Centralia College Foundation, United Learning Center, The United Way, neighboring county workforce development efforts, local human resource consortiums, and staffing agencies. However, more can be done to enhance workforce development efforts in the area.

lewis county workforce areas for improvement

- High unemployment in comparison to neighboring counties, Washington, and the US
- Shortage of skilled labor
- Median wages lower than the US average in many industries
- Bachelor degree attainment levels lower than the state and nation
- Attrition of local talent

While Lewis County possesses many enviable education and training assets, as well as a strong community commitment to education and workforce development, the county experiences several challenges regarding talent. The area consistently contends with higher than average unemployment, a lack of skilled labor, average wages, bachelor degree attainment levels below national averages, and significant brain drain.

The strategies below propose actions to facilitate the attraction and retention of a quality workforce, develop and sustain partnerships with higher education institutions and other

workforce entities, and facilitate ongoing enhancements of current training programs and other existing initiatives.

2. Facilitate the engagement, development, attraction, and retention of a quality workforce.
 - 2.1 Create or facilitate a regional action plan to better align industry and countywide educational entities.
 - 2.2 Publicize the county's high-demand jobs and career opportunities to help drive students towards the fields of study that support those careers.
 - 2.3 Continue to strive toward closing the gap between the county's labor force availability and the needs of key industry sectors.
 - 2.4 Focus business recruitment efforts, not only on companies paying a higher average wage but also on those that pay a lower average wage but offer unemployed residents a chance to enter the labor force at a practical level and work their way up.
 - 2.5 In tandem with the BRE outreach program, poll businesses to gauge their need for employees and their interest in implementing or expanding internship, apprenticeship, and/or mentorship programs. Prioritize the implementation of these programs at companies that fit the Alliance's target industries. Facilitate connections between STEM school and Centralia College students and interested local employers.
 - 2.6 Identify creative solutions for providing training in work settings to encourage incumbent workers to maintain and enhance their skills (e.g., satellite-provided training program delivered in the workplace).
 - 2.7 Promote participation in regional job fairs and make linkages between employers and interested workers and/or students.
 - 2.8 Support volunteer programs at regional higher education institutions to help link existing students with the needs of the community.
 - 2.9 Develop a database of work-based learning opportunities in the region.
 - 2.10 Ensure a range of housing options exists to accommodate a younger, more mobile population.
 - 2.11 Foster and sustain strategic partnerships with educational entities and workforce-related organizations.
 - Maintain and make advancements to the Alliance's partnership and alignment with Centralia College.
 - (a) Consider relocating the Alliance offices to have closer proximity to the activities of the college.
 - (b) Continue quarterly meetings with college representatives to discuss education and training alignment with the needs of industry.
 - (i) Continue to explore opportunities to partner on grant funding for projects and programs.
 - Sustain and enhance partnerships with local high schools and the Lewis County Young Professionals group.

- (a) Partner with local high school and college alumni networks to contact former residents and promote career opportunities in Lewis County.
- (b) Consider leveraging an existing ambassador group to implement a social media campaign such as #ComeHomeToLewis or #10ReasonsToReturn. In the posts, highlight such items as new employers, new employment opportunities, and new quality of life amenities.
- (c) Promote job openings and professional opportunities through the Lewis County Young Professionals.
- (d) Facilitate the development of summer internship, apprenticeship, and/or mentorship programs so that college students returning home for the summer can connect with local employers.

Public Policy Initiatives

As a public-private partnership and the County's designated Associate Development Organization (ADO), the Alliance serves a broad constituency. Its leadership must thoughtfully position the organization with a clear understanding of local, state, and national public policy issues. Under its new leadership, the Alliance has leveraged its unique structure, relationships, and expertise to influence policy at all levels of government, as well as create a unified voice for the county on specific issues.

The following strategy makes recommendations for creating internal guidelines related to the Alliance's desired stance on a variety of public policy issues. This strategy also makes suggestions on thresholds for the Alliance's engagement on public policy, especially those that affect the organization's economic development efforts. Finally, the strategy suggests actions to strengthen Lewis County's positions in state and federal legislative affairs and government resource allocation.

3. Determine the organization's internal standards on public policy issues.
 - 3.1 Develop, document, and adopt internal guidelines that reflect the organization's approach to and general stance on public policy issues.
 - a. Consider the unique constraints of the organization's structure (i.e., public/private partnership), and how that influences the approach on public policy issues.
 - b. Determine existing and potential public policy issues that could affect the Alliance and county.
 - c. Determine the Alliance's engagement threshold. Factors to consider include:
 - Does the issue have a positive or negative effect on the Alliance's economic development efforts?
 - Will the issue have a positive or negative effect on the entire county?
 - Is the county united or divided on its stance on the issue?
 - How would the Alliance's position and/or involvement in a public policy issue affect the organization's relationship with its constituency?

- Does the Alliance have a unique and valuable contribution to a policy solution?
 - If the Alliance takes a position, is it likely to influence the final decision?
- d. If it's determined that the organization should take a position, assume the position that preserves the organization's long-term interest.
- e. If the organization takes a position, determine the organization's level of engagement and strategic role on the issue (*See callout box*).
- f. Strengthen Lewis County's positions in state and federal legislative affairs and advocate for favorable government resource allocation.
- Define and document an economic development agenda that reflects the priorities of the county overall.
 - Deliver a consistent message to educate and advise government officials on Lewis County's priority economic development issues.
 - (a) Create talking points and promotional materials to educate both elected officials and constituents.
 - (b) Develop communication templates including white paper formats, legislative summaries, talking points, and press releases.
 - Forge and maintain strong connections with elected officials and key agency staff.
 - (a) Convene a group of community partners—businesses, individuals, local governments and countywide institutions—and host an annual legislative trip to Olympia each year. Make appointments with legislators.
 - (b) Develop a legislative database of local, countywide, state, and federal elected officials.

Suggested Public Policy Engagement Levels

- **Lead:** position the organization as a lead voice on the issue.
- **Partner:** strategically partner with an individual or group of people with a similar stance and collaboratively advocate for the issue.
- **Facilitate:** assist in convening the appropriate parties to collaborate and act on the issue.
- **Serve:** provide various resources and/or assistance to individuals or groups that are taking a lead role in advocating for the issue.
- **Monitor:** stay abreast of the latest developments of the issue and make ongoing assessments of the organization's best role on the issue.

Evaluation Framework

Performance measures used to evaluate the organization's implementation of the CEDS and its impact on the regional economy.

Purpose

Counties must consult cities, towns, port districts, and associate development organizations in order to disburse funds. As per RCW 82.14.370 the funds may only be used to:

- finance "public facilities" that facilitate the creation or the retention of business and jobs
- finance personnel in the office of a county, port district, or associate development organization that facilitate the creation or the retention of business and jobs

Public Facilities Definition

As per RCW 82.14.370 the public facility must be listed under the county economic development plan or the capital facilities plan and examples are included below:

- bridges, roads, railroads, and transportation infrastructure
- domestic & industrial water facilities, sanitary sewer facilities, and storm sewer facilities
- research, testing, training, and incubation facilities in innovation partnership zones (RCW 43.330.270)
- electrical facilities, natural gas facilities, telecommunications infrastructure, earth stabilization
- commercial infrastructure, port facilities, buildings, structures

Attorney General's Office

As per the 2001 opinion of the Washington State Attorney General's Office the following are uses as defined in the statute:

- capital facilities costs, including acquisition, construction, rehabilitation, alteration, expansion, or improvements of public facilities;
- costs of development and improvement for the public facilities;
- project-specific environmental costs;
- land use and permitting costs;
- costs of site planning and analysis;
- project design, including feasibility and marketing studies and plans, and debt and revenue impact analysis

Does Your Project Qualify?

Per RCW 82.14.370 the .09 funds may only be used to:

- finance public facilities that facilitate the creation or the retention of business and jobs
- finance personnel in the office of a county, port district, or associate development organizations that facilitate the creation or the retention of business and jobs

Which Public Facility Is Your Project?

The public facility must be specifically listed under RCW 82.14.370 and listed under the county economic development plan (or capital facilities plan). Please select the criteria which correspond to your project.

Bridges	Domestic water facilities	Research facilities	Electrical facilities	Earth stabilization
Roads	Industrial water facilities	Testing facilities	Natural gas facilities	Buildings
Railroads	Sanitary sewer facilities	Training facilities	Telecommunications infrastructure	Structures
Transportation infrastructure	Storm sewer facilities	Incubation facilities	Commercial infrastructure	Port facilities

How Can The Money Be Used For Your Public Facility Project?

The Washington State Attorney General 2001 No.5 opinion states that the funds for this statute may only be used in the following ways. Please select the criteria which correspond to your project.

project-specific environmental costs	costs of site planning & analysis	land use & permitting costs
--------------------------------------	-----------------------------------	-----------------------------

capital facilities costs, including acquisition, construction, rehabilitation, alteration, expansion, or improvements of public facilities	project design, including feasibility and marketing studies & plans, and debt & revenue impact analysis	costs of development & improvement for the public facilities
--	---	--

What is your “Public Facilities” project?

Please provide a brief description of your project in the space below.

Description:

How Will This Project Create Or Retain Business Or Jobs?

“Jobs” are defined by the .09 advisory committee as employment that produces products and services and exports products and services outside of Lewis County that results in new money coming into the community. This is traditionally manufacturing, logistics, and other production facilities. This typically excludes; retail and service sectors and other tertiary jobs producers.

Description:

Category	Created (1 yr.) - Name/Number	Retained (1 yr.) - Name/Number
Businesses		
Direct full time Jobs, Direct part time jobs,		

Category	Created (1 yr.) - Name/Number	Retained (1 yr.) - Name/Number
Indirect Jobs		

What Will Be The Cost Of The Project?

The County Commission may disburse funds as both grants and loans. No funding will exceed \$600,000 unless it is deemed an extraordinary circumstance by the County Commission. The County negotiates the terms of each award. This may include interest rates or disbursement schedule.

Total Project Cost:

Requested Amount:

Loan

Amount:

Grant (Limit \$200,000)

Amount:

What Is The Timeline To Completion?

Articulate the projected timeline of for this project as well as its completion date.

Description:

Committee Evaluation

Economic Benefits

The following are metrics that provide an aid in determining which projects may receive funding:

Questions	Metric
Does the proposed project create jobs? How many?	
Does the proposed project retain jobs? How many?	
What is the cost per job created/retained? (divide dollars requested by jobs created and/or retained)	
What is the total number of full time jobs created/retained?	
What is the total number of part time jobs created/retained?	
How many businesses will directly benefit from this project?	

Readiness to Proceed

The following are metrics that we have identified as an aid in determining projects may receive funding:

Questions	Metric
Is this project a "Public Facility" that has an economic development purpose?	Y/N
Have entitlements been obtained and required permits issued/in process?	None/Some/All
Does this project have a clear timeline and scope of work?	Y/N
If this request is approved, what is the amount of match funding that is secured?	
What is the probability of completion from 1-10 (10 indicates a high probability)?	